

Strategic, Plans, Research and Analysis Department Organization N5



Chart v

Chapter Five

STRATEGIC PLANS, RESEARCH, AND ANALYSIS DEPARTMENT

Organizational Relationship

DIRECTOR (N5)

Function. To develop strategic plans in support of recruiting objectives and policies established by higher authority and maintain a liaison with higher authority regarding policy development and implementation. Conduct research pertaining to the command recruiting activities and market research required to support alternative resource allocation schemes associated with the recruitable market, recruiting business practices, and personnel policies and practices. The director is also responsible for providing oversight and management of the command business strategy and transformation initiatives.

Major Responsibilities

1. Inform NAVCRUITCOM leadership on recommended changes in resource allocations to maintain an optimum recruiting balance across the Future Year Defense Program (FYDP).
2. Develop effective plans to meet assigned long-term recruiting goals and distribution of recruiting resources to meet assigned missions.
3. Develop, monitor, and recommend research that will be beneficial both in the short-term and long-term to the recruiting effort.
4. Estimate the impact of potential policy changes, conduct market analysis, and provide the results of analysis to NAVCRUITCOM leadership noting the impact that changes in policy and the recruiting environment have on recruiting mission accomplishment.
5. Serve as a liaison to the recruiting research activities of the other services.
6. Provide oversight and management of the commands business strategy development and deployment. Assist and advise Commander, NAVCRUITCOM at an enterprise level on all business strategy and transformation issues.

7. Coordinate with assigned Reserve Support Unit (RSU) Commanding Officer on assignment of tasks that maximizes utilization of the RSU in support of N5 research and business strategy development efforts.

DEPUTY DIRECTOR (N5B)

Function. Assist the Director Strategic Plans, Research, and Analysis Department in support of recruiting plans and policies established by higher authority and maintain a liaison with higher authority regarding policy development and implementation. Assist the N5 director in conducting market research required to support alternative resource allocation schemes associated with the recruitable market, recruiting business practices, and personnel policies and practices. The Deputy Director assists the N5 Director in providing oversight and management of the organization's business strategy and transformation initiatives.

Major Responsibilities

1. Assist the N5 director in keeping NAVCRUITCOM leadership informed on recommended changes in resources and resource allocations to maintain an optimum recruiting balance across the FYDP.
2. Assist the N5 Director in developing effective plans to meet assigned recruiting goals.
3. Assist the N5 Director in monitoring recruiting production activities to enable future planning.
4. Assist the N5 Director in the development, monitoring, and recommendations for research that will be beneficial both in the short-term and long-term to the recruiting effort.
5. Assist the N5 Director in estimating the impact of potential policy changes, conducts market analysis, and provides the results of analysis to NAVCRUITCOM leadership noting the impact that changes in policy and the recruiting environment have on recruiting mission accomplishment.
6. Assist the N5 Director in liaison actions with other services recruiting commands.
7. Coordinate with assigned Reserve Support Unit (RSU) Commanding Officer on assignment of tasks that maximizes

utilization of the RSU in support of N5 research and business strategy development efforts.

8. Assist the N5 Director in advising Commander, NAVCRUITCOM, on all business strategy and transformation issues.

9. Responsible for all N5 department's military and civilian personnel management related activities. Manage the N5 department operating and travel budgets with assistance from the N5 division directors.

STRATEGY, LEGISLATIVE AND EXECUTION MANAGEMENT DIVISION (N51)

Function. Serve as the principle agent for command strategy development for the Director N5. N51 is responsible for providing management and coordination pertaining to business strategy, development of legislative matters and responses, and transformation initiatives execution management across the NAVCRUITCOM domain.

Major Responsibilities

1. Assist and advise the N5 Director on all business strategy and transformation issues. Manage and monitor enterprise strategy development and execution, and knowledge management.

2. Collaborate routinely with Research, Analysis, and Modeling to ensure research efforts are addressed with business planning and strategy development.

3. Assist the N5 Director in facilitating coordination and communication, both at the headquarters and in the field, to ensure the success of strategy execution.

4. Evaluate, assess, and track initiatives consistent with a strategy that optimizes all organizational resources. Attaining strategy aligned with corporate Navy will include: increasing organizational effectiveness and efficiency, coordinating process and transformation initiatives, providing an interface with customers and assisting the workforce in achieving business objectives and accomplishment of strategic initiatives.

5. Be an advocate of: change management, high performance team management, business process assessment, human resource management, and customer relationship management within active and reserve program recruiting.

6. In conjunction with developing the annual NAVCRUITCOM Integrated Business Plan, conduct a review of proposed financial requirements for each department and provide feedback on potential areas for cost avoidances and savings.

7. Evaluate financial assessment and planning, knowledge management, and risk management to ensure initiative development and execution fits in with the overall strategy and transformation of NAVCRUITCOM.

8. Serve as NAVCRUITCOM's liaison to the Special Assistant for Legislative Matters to the Chief of Naval Personnel (CNP) on legislative matters and Congressional interest items not related to individual constituents.

9. Coordinate NAVCRUITCOM subject matter experts' inputs into NAVCRUITCOM's draft submission for CNP's annual Posture Statement (written statements to Congress). Support CNP and/or NAVCRUITCOM in preparation for annual Congressional testimony. Provide recruiting information to SECNAV and OSD leadership in preparation for Congressional testimony. Provide information for Insertions for the Record (IFR) and Questions for the Record (QFR) as necessary.

10. Coordinate with NAVCRUITCOM departments in the development of inputs to both Unified Legislation and Budgeting cycles (Programming and Budgeting) as well as for Omnibus Legislation. Justify and defend NAVCRUITCOM Unified Legislative Budgeting (ULB) submissions to OPNAV, SECNAV, OSD, OMB, and Congress as necessary.

11. Use data to develop briefs and respond to numerous short notice taskers as directed by the N5 Director or N5 Deputy Director.

12. Maintain familiarity with the Programming and Budgeting Information System (PBIS) database to ensure NAVCRUITCOM resources are accurately captured, changes to Program of Record (POR) are tracked and distributed to affected department, and up to date inflation rates and military pay rates are used in numerous calculations.

13. Coordinate with NAVCRUITCOM N8 staff to obtain cost data for all budget lines in order to respond to numerous short notice taskers.

14. Coordinate with assigned Reserve Support Unit (RSU) Commanding Officer on assignment of tasks that maximizes utilization of the RSU in support of N5 business strategy development efforts.

RESEARCH, ANALYSIS, AND MODELING DIVISION (N52)

Function. Conduct the specific research and analysis projects related to the recruitable market and recruiting processes. Develop and maintain analytic models necessary to conduct market research focused on optimizing recruit market penetration and provide recommendations for future research. Provide analytically sound research products required for NAVCRUITCOM to make resource allocation decisions, project future resource requirements, and inform business strategy development. Serve as the commands representative in the conduct of joint research projects sponsored by DoD or the other military services.

Monitor, provide resource justification, and guide the NAVCRUITCOM Research and Development (R&D) Program. Establish proper contracting vehicles, which provide NAVCRUITCOM the ability to respond to detailed analytical questions on recruiting issues. Determine the appropriate methodologies to conduct various long-term recruiting research projects conducted by outside agencies and conducts short-term research as directed.

Identify the recruitable market using analytic models, making recommendations on both national and regional allocation of recruiting resources required to achieve recommended levels of market penetration for both the enlisted and officer markets. Conduct analytic modeling to optimize resource allocation in the development of fair market share recommendations for NAVCRUITCOM subordinate commands.

Additionally, collect population and statistical data necessary to conduct market research. Use the Standardized Territorial Evaluation and Analysis for Management (STEAM) model, NAVCRUITDIST's model to conduct recruiting market research. Provide analysis necessary to evaluate alternative resource allocation strategies involving recruiting district alignment, recruiter manning, facility utilization, recruit quality mix, and competition from outside the Navy (market share). Develop specific analytic models to address policy issues that pertain to station staffing, resource allocation, and geographical considerations.

Major Responsibilities

1. Serve as NAVCRUITCOM's Head of Research coordinating all command research activities, and acts as NAVCRUITCOM's representative in R&D joint forums (other services, DoD, and other government agencies).
2. Collaborate routinely with department strategy development efforts to meld research activities into command business plan and strategic planning.
3. Review and analyze programs, requirements, and resource planning and allocation policies for the field.
4. Develop annual research plan to include identification of potential sources (both internal and external) to perform research projects.
5. Prepare, monitor, and manage the NAVCRUITCOM Research and Study Program. Provide input and justification to DoN research and study programs. Recommend priorities for recruiting research and studies to the N5 Director.
6. Participate in and report Joint Services recruiting research activities to chain of command.
7. Provide research to support the effectiveness of the NAVCRUITCOM advertising program.
8. Monitor and manage the identification of recruitable market using analytic models in order to: 1) Make recommendations on both national and regional recruiting areas/zones based on geographical researched markets, and 2) allocation of recruiting resources.
9. Monitor the collection of population, educational institutions, and statistical data necessary to conduct market research, making recommendations for re-configuration of the Standardized Territorial Evaluation and Analysis for Management (STEAM) model.
10. Coordinate with assigned Reserve Support Unit (RSU) Commanding Officer on assignment of tasks that maximizes utilization of the RSU in support of N5 research development efforts.
11. Research and Analysis:

a. Plan, prioritize, and manage long-range research and studies of recruiting environments, markets, systems, and programs that effect recruiting success.

b. Review statements of work specifications, requests for approval of contractor support, experimental and test designs, and analysis plans for NAVCRUITCOM sponsored research, studies, tests, and experiments.

c. Coordinate and exchange information on research, studies, evaluations, tests, and experiments pertaining to NAVCRUITCOM missions and functions including participation on study advisory groups, scientific symposia, and working groups.

d. Represent NAVCRUITCOM on committees internal and external to the command dealing with recruiting research and studies issues.

e. Coordinate Navy recruiting research, studies, and data collection efforts with N14. Develop and modify recruiting models and databases.

f. Monitor and evaluate the recruiting and manpower research studies and analysis conducted by the Navy, DoD, and other government and private institutions.

g. Maintain a technical library of research studies, evaluations, test and experiment reports, publications, and other documents related to the NAVCRUITCOM mission within a command wide accessible site.

h. Coordinate with N9 Marketing Department to provide the research required to support the effectiveness of the Navy Recruiting Advertising Program. Efforts in this area include:

(1) Provide the supporting analytic capability to analyze the cost and benefits of various advertising mixes. Provide results and recommendations to NAVCRUITCOM N9 Marketing Department and/or the Navy's advertising agency for use in developing and modifying advertising campaigns.

(2) Provide the supporting research products as required to the N9 Marketing Department to support the development of various advertising plans and methodological guidance in evaluating the results of the various advertising programs.

i. Conduct research to include the development of study plans, survey/data collection methodologies, development and deployment of survey instruments, data collection, and processing activities.

j. Perform statistical research and analyses, prepare written documentation of the analytic results, and disseminate those results via briefings, technical reports, and/or information papers as required.

12. Model Design and Development:

a. Develop database requirements for geo-demographic profiling of the recruiting market.

b. Identify gaps in knowledge of market factors and environmental forces through the strategic planning process and specified requirements for future research and studies.

c. Conduct analyses of production data at the zip code, county, area of dominant interest, and recruiting district levels to determine market penetration, share factors, and recruiting problems at the NAVCRUITDIST and NAVCRUITSTA level.

d. Propose management actions and resource allocations to increase market penetration.

e. Maintain awareness of other services' recruiting organizational structure, policies, programs, and performance to include contract and accession statistics.

f. Develop and maintain zip code level market databases.

g. Maintain models that forecast contract quantity by recruiting districts and identify factors that influence present production and forecast enlisted and officer AC and RC supply.

h. Review and analyze requirements, resource planning and prioritization, and allocation of fiscal programs.

i. Perform selected analyses and provide recommendations relative to the effectiveness of operating systems.

j. Conduct research, collect and process demographic, economic, and recruiting production data from a variety of sources, both public and proprietary.

k. Build models of recruiting process based on demographic, economic, and production data.

l. Perform sensitivity analysis to evaluate impact of changes in recruiting resources on projected recruit supply.

m. Perform market research analyses on recruiter assignments to NAVCRUITSTA staffing, location, resource allocation, and productivity.

n. Compile, organize, and analyze data including the yearly Zip Code Market Analysis.

o. Specify the design for reports, maps, and for the electronic interface that applies to the STEAM process.

p. Perform comprehensive ASAD analyses, and provide the results of these analyses via maps and reports. Analyzing past production trends.

q. Assist STEAM users in the interpretation of maps and reports to enhance district performance by targeting specific areas, adjusting the number of Navy recruiters, and analyzing territories to determine the potential for station openings/closings.